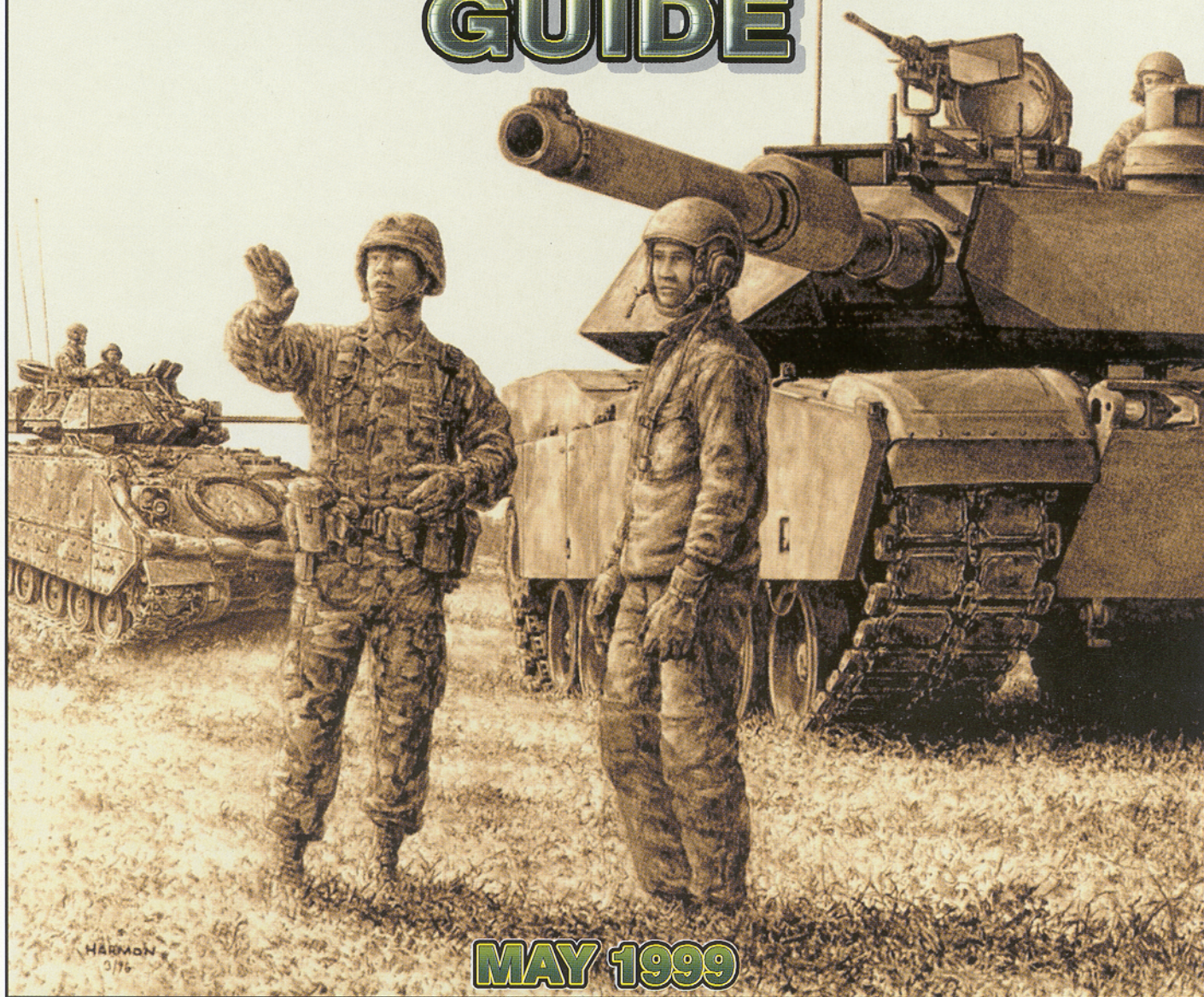


ARMOR ENLISTED PROFESSIONAL DEVELOPMENT GUIDE



HARMON
9/76

MAY 1999

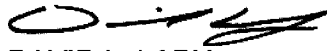
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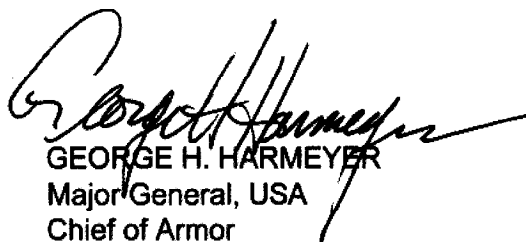
MEMORANDUM FOR The Armor Force

SUBJECT: Armor Enlisted Professional Development Guide

1. A career as an Armor Force soldier/NCO is both challenging and competitive. Armor soldiers/NCOs must constantly strive to first become MOS certified by skill level (by successfully completing a key leadership assignment of at least 18 months). They must also strive to continue their professional development as this will allow them to stand out among their fellow Armor Force soldiers/NCOs.
2. This text provides guidance to individual soldiers, commanders, and personnel managers on how to develop and utilize Armor and Cavalry soldiers. Its focus is on increasing the effectiveness and professionalism of the NCO. The text does not replace Army regulations or change the Enlisted Personnel Management System (EPMS). Rather, it complements both by addressing the personnel management philosophy of Armor. The text brings together information relevant to professional development and assignment of tankers and cavalry scouts.
3. The Office of the Chief of Armor (OCA) prepared this text. The OCA will update this document periodically to keep commanders, personnel managers, and soldiers abreast of new changes. We welcome reader comments.
4. This text reflects the current Armor Center thought and conforms to current doctrine as closely as possible. It is not available through the U.S. Army Publications Center. It is a publication of the U.S. Army Armor Center, Fort Knox, Kentucky 40121. The proponent is TRADOC.



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ENLISTED PROFESSIONAL DEVELOPMENT GUIDE

PREFACE

This professional development guide provides career planning and professional development guidance for Armor and Cavalry enlisted soldiers and noncommissioned officers (NCOs). It is a road map to plan personal and professional goals. Senior NCOs should use this guide as an additional source when mentoring junior and mid-level NCOs. Commanders at all levels should use this guide to assist their NCOs in meeting key career development objectives. The use of “company” and “battalion” in this text represents both company/troop and battalion/squadron.

We encourage readers to submit recommended changes to improve this publication. Key your comments to the specific page, paragraph, and line of text in which the change is recommended. Provide rationale for each comment to ensure understanding and complete evaluation. Use DA Form 2028 (Recommended Changes to Blank Forms and Publications). Any comments, corrections, or changes should be sent to the Office of the Chief of Armor, ATTN: ATZK-AR, Fort Knox, Kentucky 40121-5000.

The whole text or any portion of this text can be reproduced and distributed. We strongly encourage commanders and NCOs to use the text as a basis for Noncommissioned Officer Development Program (NCODP) classes and career counseling sessions.

The proponent for this professional development guide is the Office of the Chief of Armor, ATZK-AR, Fort Knox, Kentucky, 40121-5000, DSN 464-1439/1368, commercial (502) 624-5155/1368 or Fax number 624-7585. Copies of this text are available from the Office of the Chief of Armor and from the OCOA home page at <http://147.238.100.101/center/ocoa/>.

This publication supersedes the Armor Enlisted Professional Development Guide dated May 1996.

CHAPTER 1 INTRODUCTION

1. General

a. The key to Armor NCO professional development is to seek key leadership positions in order to become MOS certified as early as possible. In key leadership positions, you are performing duties in your Primary Military Occupational Specialty (PMOS) at the authorized or next higher grade, in both TOE and TDA units. Troop time is the premier professional development assignment. You must seek these assignments and you must excel. However, at times the needs of the Army will require NCOs to serve in assignments away from soldiers. The key during these specialty assignments is to do the best you can and maintain your warfighting skills through professional reading and correspondence courses. In addition, Armor soldiers should take advantage of available opportunities to expand their military and civilian education.

b. NCO professional development has three levels of responsibility: the soldier, the commander, and the Armor Branch career advisor. The person at each level has different responsibilities in the professional development of the soldier.

(1) The soldiers are responsible for managing their own career. Their performance must be continually excellent in execution, training and education. They must seek to become MOS certified. Figure 4 explains the Armor professional development model, showing both MOS certifying assignment opportunities and specialty assignments.

(2) Commanders support the professional development goals of their NCOs by providing timely, honest counseling, opportunities to serve in troop leadership positions, and by supporting an NCO's pursuit of military and civilian education. Figure 1 lists the Commander's Rules for Armor NCO professional development.

BOTTOM LINE UP FRONT

- **ACHIEVE MOS CERTIFICATION** - The NCOs should work in a designated leadership position for their Primary Military Occupational Specialty (PMOS) and grade, a minimum of 18 months, (NCOs should serve longer than the minimum; they should serve until they show trends of success or excellence with two or three NCOERs). NCOs should return to a MOS certifying position between specialty assignments.
- **SPECIALTY ASSIGNMENT** - We view these positions as important. However, NCOs must be MOS certified prior to volunteering for a specialty assignment. They must stay current in their MOS through self-development and strive to return to MOS certifying assignments as soon as possible.
- **PROFESSIONAL DEVELOPMENT** - NCOs are to successfully complete those schools, courses and programs available for the Armor soldier that pertain to their MOS and duty position. They should also seek assignments that round their background such as OC duty, Master Gunner and Drill Sergeant.

COMMANDER'S/COMMAND SERGEANTS MAJOR RULES

FOR ARMOR NCO PROFESSIONAL DEVELOPMENT

- **Ensure that your senior NCO leaders are assigning your soldiers so they may first attain MOS certification. Then encourage your soldiers to volunteer for specialty assignments.**
- **Work soldiers in their primary MOS and in authorized positions.**
- **Counsel subordinates on a regular basis.**
- **Require your leaders to set the example.**
- **Provide oversight to the First Sergeants as they select outstanding soldiers to be enrolled in the *Excellence In Armor Program*.**
- **Teach soldiers how to work and grow in the Enlisted Personnel Management System.**
- **Get soldiers into *NCOES* courses when scheduled and update *NCOES* codes promptly.**
- **Provide good soldiers opportunities to further their military education, level of physical fitness and civilian education.**

Figure 1

ARMOR CAREER DEVELOPMENT MODEL

MOS CERTIFICATION

- An Armor NCO's career must focus on improving warfighting skills and on expanding doctrinal and leadership competency through service in the key Armor leadership positions at each rank.
- MOS certification consists of a successful assignment at the key leadership position for a minimum 18 months. Remember, serve in the job until you master the job (not just for the minimum time). The best NCOs will return to leadership positions at every opportunity.
- NCOs should be MOS certified in the key leadership position at their current grade level prior to assignment to a specialty assignment.
- The critical demands of the Army may require an NCO to serve in a specialty position prior to certification at the current grade level, but these instances should be exceptions to the rule. An NCO who has not certified at the current grade level must continually seek an assignment in an MOS certifying position.

PROFESSIONAL DEVELOPMENT/SPECIALTY ASSIGNMENTS

- During their careers, Armor NCOs will serve in positions outside the critical leadership positions to meet the needs of the Army. Armor NCOs must strive to succeed in what the Army directs them to do.
- Armor NCOs should seek out these positions as they are considered professional development and broaden their perspective and knowledge base of the Army.
- Armor NCOs serving in specialty assignments are individually responsible for maintaining MOS proficiency through a program of independent reading, distance learning and correspondence programs.
- NCOs should avoid serving in back-to-back specialty assignments away from troops.

Figure 2

PHYSICAL FITNESS/MILITARY/CIVILIAN EDUCATION

- The Army places a high priority on the physical fitness level of its soldiers.
- The fitness level of each soldier has a significant impact on the unit's mission.
- While soldiers assigned to TOE warfighting units may have limited opportunity to advance their military/civilian education, they should take advantage of every opportunity.
- Civilian education is not a substitute for service with the troops, but with all other factors being equal, may be utilized by promotion boards to separate the best from the better.

COMPUTER/DIGITAL COMPETENCY

- The Army's ongoing transition from analog to digital weapons and communications systems makes the acquisition and development of computer skills more critical.
- Soldiers must become competent with "digital" skills through institutional training, on-the-job performance and by taking advantage of opportunities to advance their skills through civilian education.
- Classes on basic computer applications, keyboarding, and computer software applications are available to improve the technical skills.

Figure 3



c. The CMF19 NCO Career Map DA PAM 600-25 shown at Figure 4 provides an overall view of the suggested career progression in Armor. Each grade level will be addressed individually in the next chapter.

CMF 19

Professional Development Model

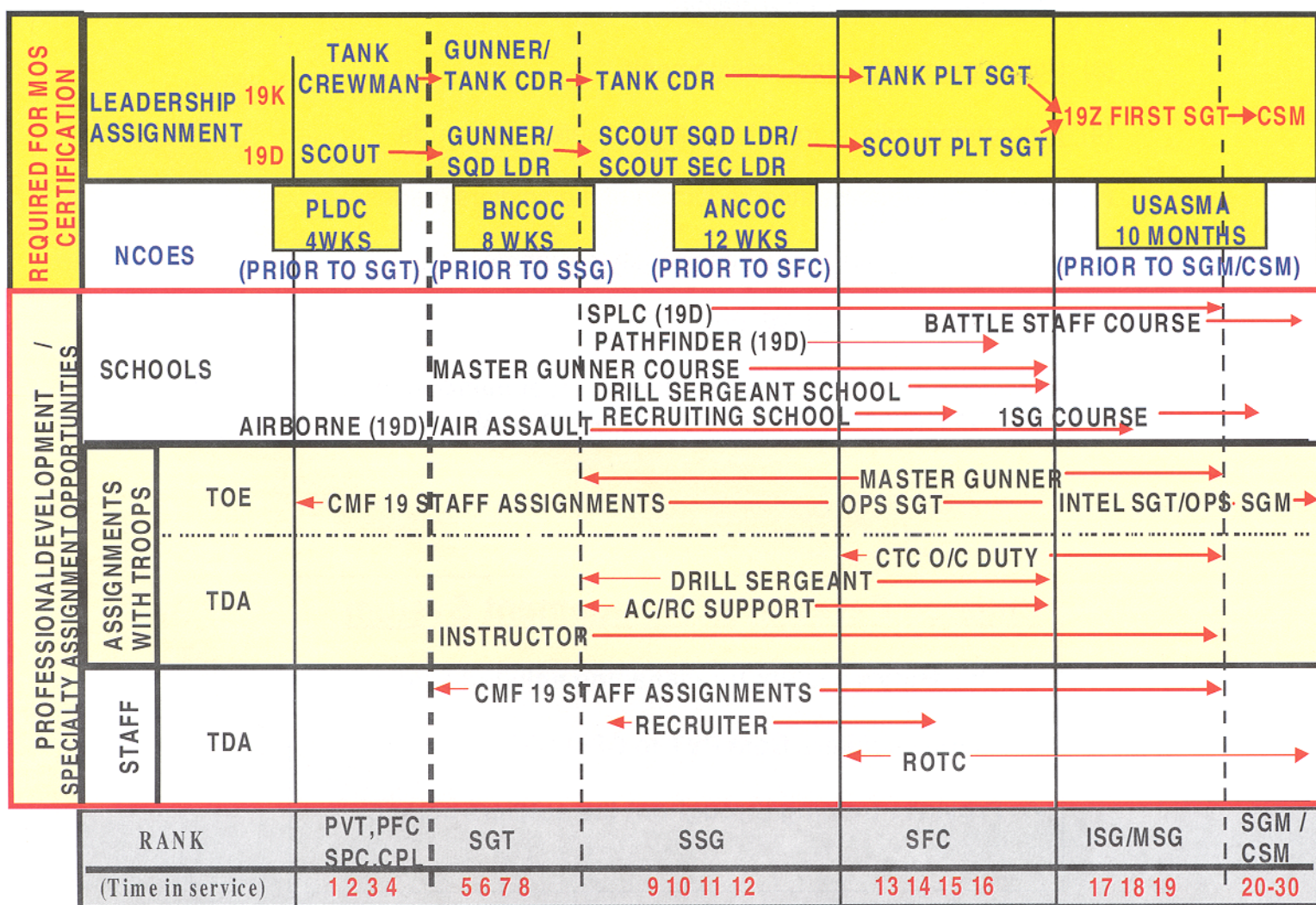


Figure 4

2. Enlisted Personnel Management System (AR 600-200)

a. The Enlisted Personnel Management System (EPMS) is the Army's system for managing enlisted soldiers. The goal of EPMS is to promote career progression and professionalism throughout the enlisted ranks. Selection for schooling and assignments as well as other management actions all reflect EPMS policies.

b. The major components of EPMS are:

(1) Classification of personnel: awarding of an MOS/ASI/SQI and reclassification.

(2) Training: schools, formal training.

(3) Utilization of personnel: assignments.

(4) Promotions: criteria for advancement, selection boards.

(5) Reduction: administrative reduction of the soldiers grades.

(6) Qualitative Management: special duty assignment pay.

c. The major objectives of EPMS are:

(1) To provide a logical road map within a career management field (CMF) to guide soldiers along the most direct route from PVT to CSM/SGM.

Enlisted Personnel Management System

- The Army's system for managing enlisted soldier's.
- Guides soldiers from PVT to CSM/SGM.
- Provides training throughout the soldiers career.

3. Structure of Armor

a. Figure 5 identifies the documented Armor enlisted structure by MOS and grade. It also depicts the relative opportunity for promotion to each grade as a soldier moves up the rank structure to Command Sergeant Major/Sergeant Major.

AS OF JANUARY 1999

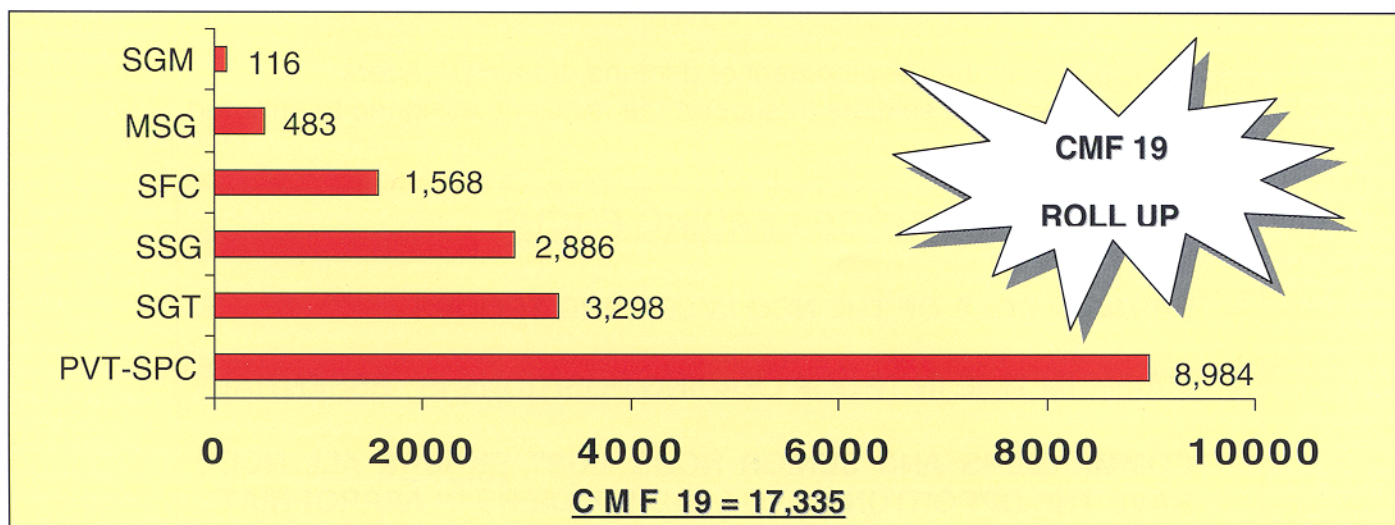
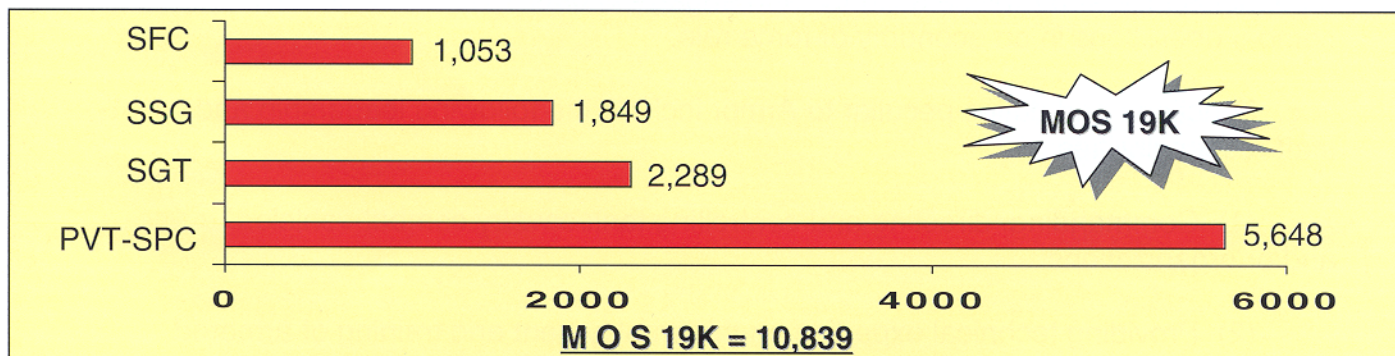
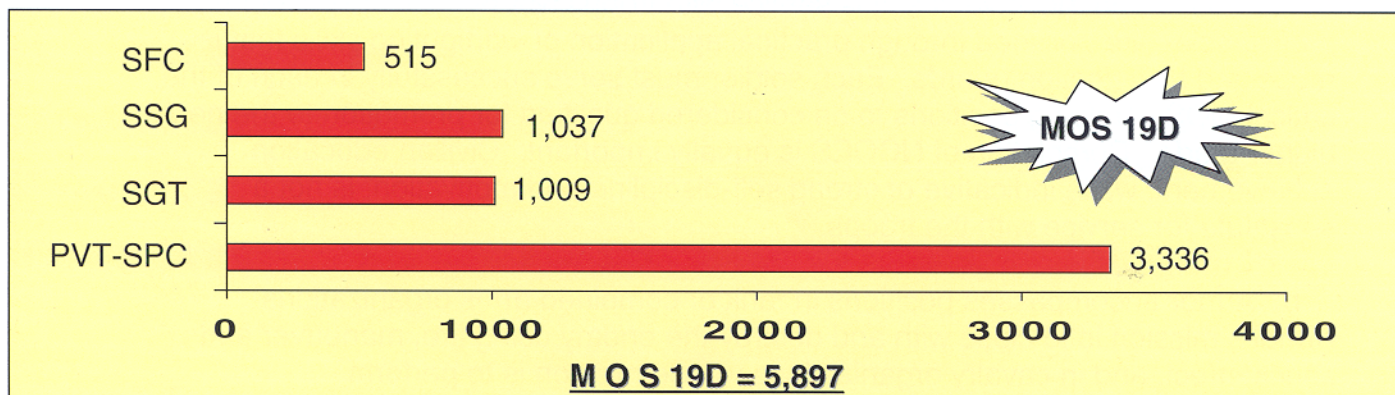


Figure 5

CHAPTER 2

PROFESSIONAL DEVELOPMENT

1. Description of Career Management Field (CMF) 19 Armor

a. Armor Branch soldiers are valued for their warfighting skills, which are acquired and perfected primarily through realistic training, professional military education, and service in the most demanding leadership positions Armor Branch offers. Based on these values, it is service with troops where tactical and technical proficiencies are polished through practical application of warfighting skills that is respected by selection boards. Each soldier must serve successfully in each of the critical MOS certifying positions to be considered qualified for promotion to the next higher grade. Completion of NCOES is equally important. Civilian education achievement, while indicative of strong self-discipline and motivation, is not a substitute for service with the troops.

b. Armor encompasses positions in tank or combined arms organizations. Armor's mission is to close with and destroy the enemy using fire, maneuver and shock effect, and in cavalry organizations whose mission is to perform reconnaissance and provide security, and engage in offensive and defensive combat operations in an economy of force role.

c. Functions and duties peculiar to Armor include the following leadership and staff responsibilities:

(1) Commanding, directing and controlling tank/cavalry combat vehicles and/or organizations.

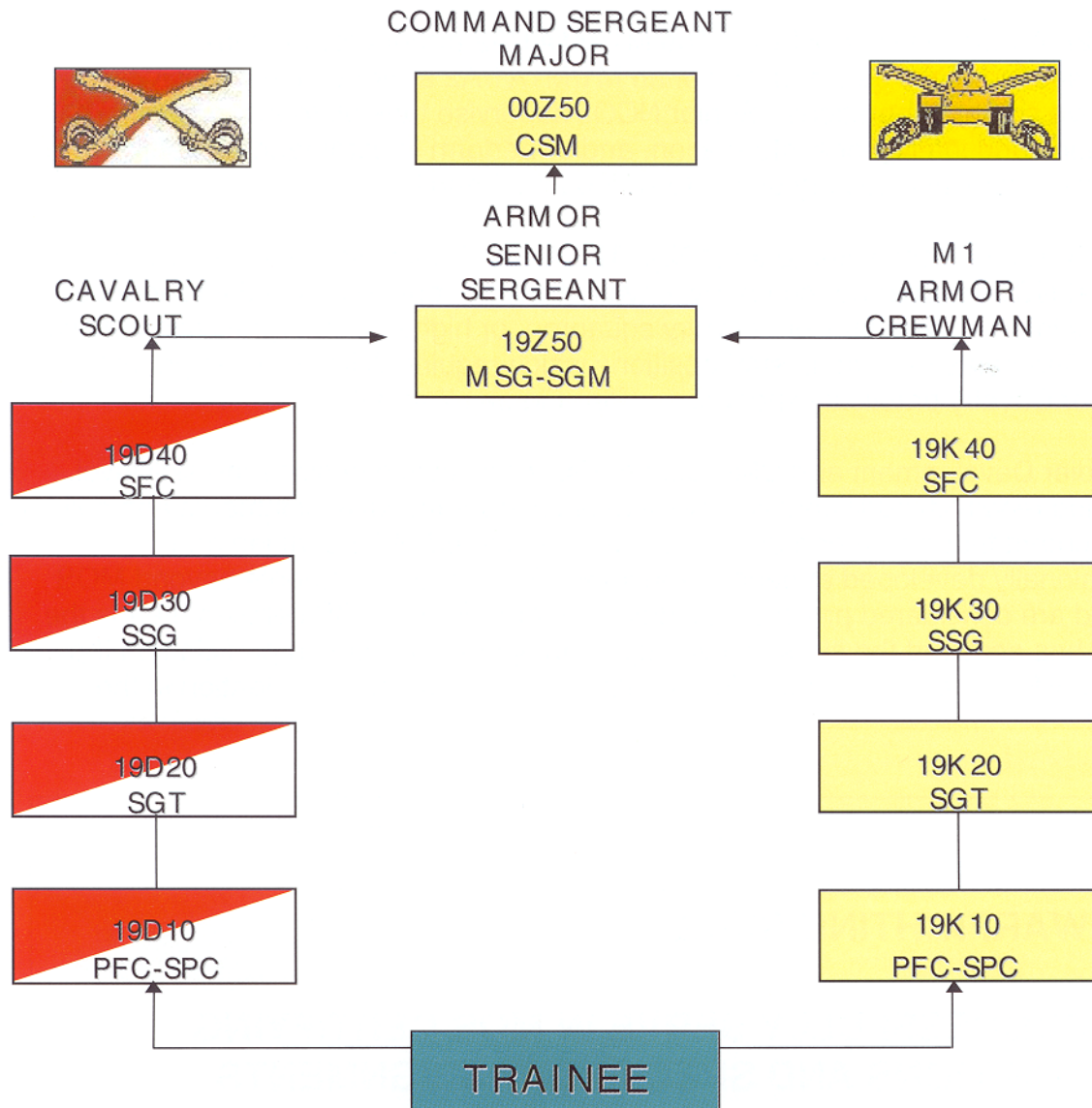
(2) Providing technical expertise on the employment and training of armored forces at all staff levels.

(3) Participating in the development of doctrine, training, leaders, organizations, materiel, and soldiers to support the missions assigned to armored units.

TROOP LEADING FOCUS

- **PRIMARY ROLE OF THE NCO IS LEADING TROOPS**
- **MAXIMUM TIME IN TROOP LEADING POSITIONS IS ESSENTIAL**
- **COMMANDERS AND SENIOR NCOS MUST ENSURE ALL NCOS HAVE THE OPPORTUNITY TO LEAD SOLDIERS IN APPROPRIATE POSITIONS FOR THEIR AUTHORIZED GRADE**

d. Armor currently has two Military Occupational Specialties (MOS) initially which become a feeder MOS for (19Z) Armor Senior Sergeant. Additional descriptions are contained in AR 611-201. (See Figure 6)



Note: Each position within grades are explained in detail on pages 14 through 29.

(1) Cavalry Scout (19D). The cavalry scout leads, serves, or assists as a member of a scout crew, squad, team, section or platoon in reconnaissance, security, and other combat operations. Senior NCOs supervise armored cavalry or reconnaissance platoons, process operations and intelligence information and/or perform in command or staff positions in tank and cavalry units. (See Figures # 7 and 8)

(2) Armor Crewman (19K). The M1/M1A1/A2 armor crewman leads, supervises or serves as a member of an M1/M1A1/A2 armor unit in offensive and defensive combat operations. Senior NCOs supervise tank platoons, process operations and intelligence information, and/or perform in command or staff positions in tank and cavalry units. (See Figures 7 and 8)

(3) Armor Senior Sergeant (19Z). The Armor Senior Sergeant serves as principal NCO in an armor company, cavalry troop, or operations and intelligence sections in an armor battalion, cavalry squadron, or higher level organization. Armor Senior Sergeants perform in staff positions which require skills involving general Armor or Cavalry practical experience. (See Figures 7 and 8)

2. Soldier Development and CMF Standards. This section outlines the skill level, schooling required, additional courses available, operational assignments and self-development that a soldier must meet to be considered MOS certified and professionally developed at each grade level. Any accomplishments beyond MOS certified are considered professional development. Being MOS certified means the soldier has acquired the skills, knowledge, and aptitude to remain proficient in the Armor CMF at that grade and is fully qualified for promotion and retention in the CMF.

PROFESSIONAL DEVELOPMENT

- **WARFIGHTING SKILLS**
- **SUCCESSFULLY SERVE IN MOS CERTIFYING POSITIONS AND SPECIALTY ASSIGNMENTS**
- **COMPLETION OF NCOES COURSES**
- **SELF-DEVELOPMENT**

3. Armor Assignment Locations. Figures 7 and 8 illustrate locations to which Armor soldiers may be assigned. Appendix A provides a listing of current Armor battalions and Cavalry squadrons.

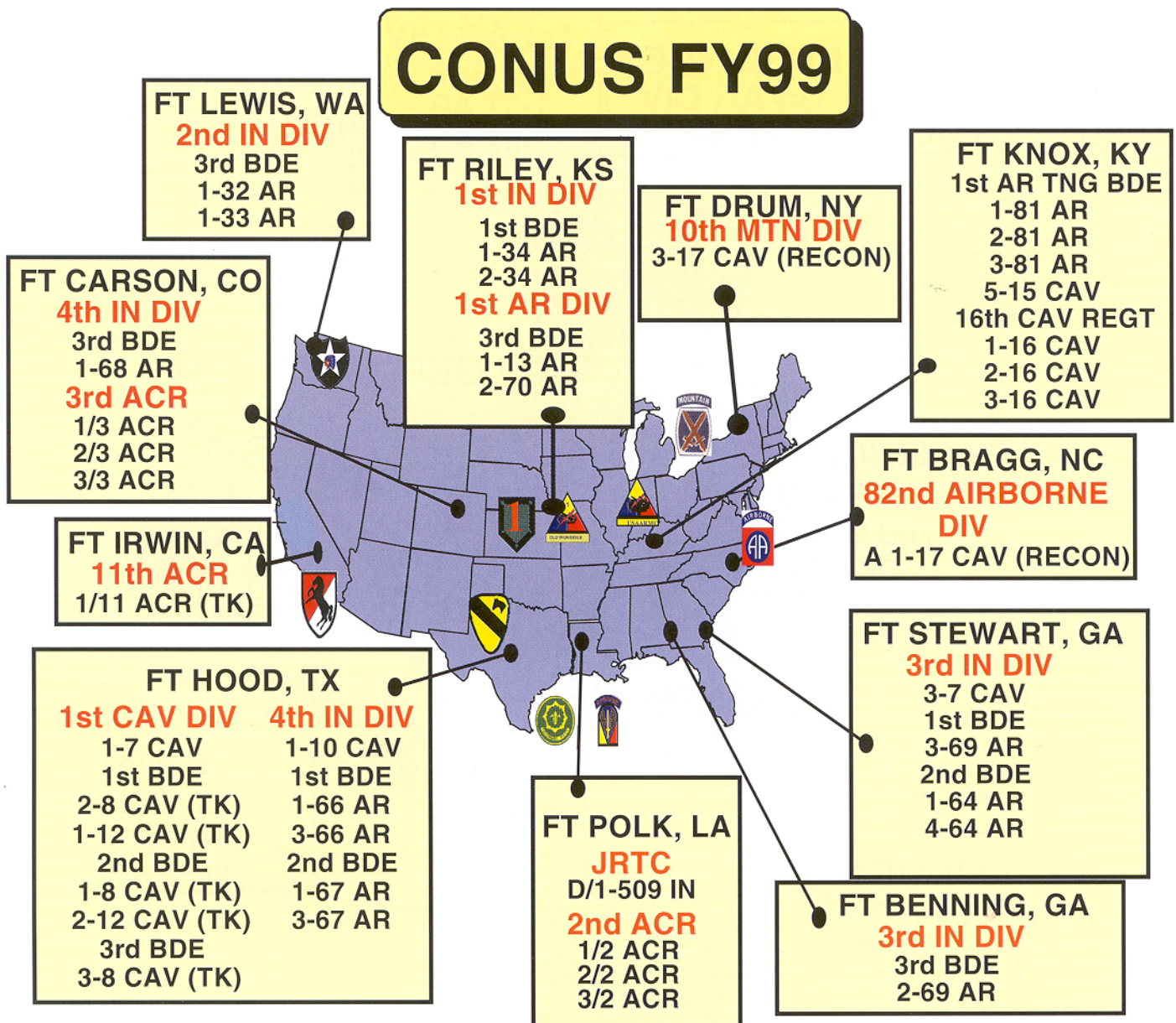


Figure 7

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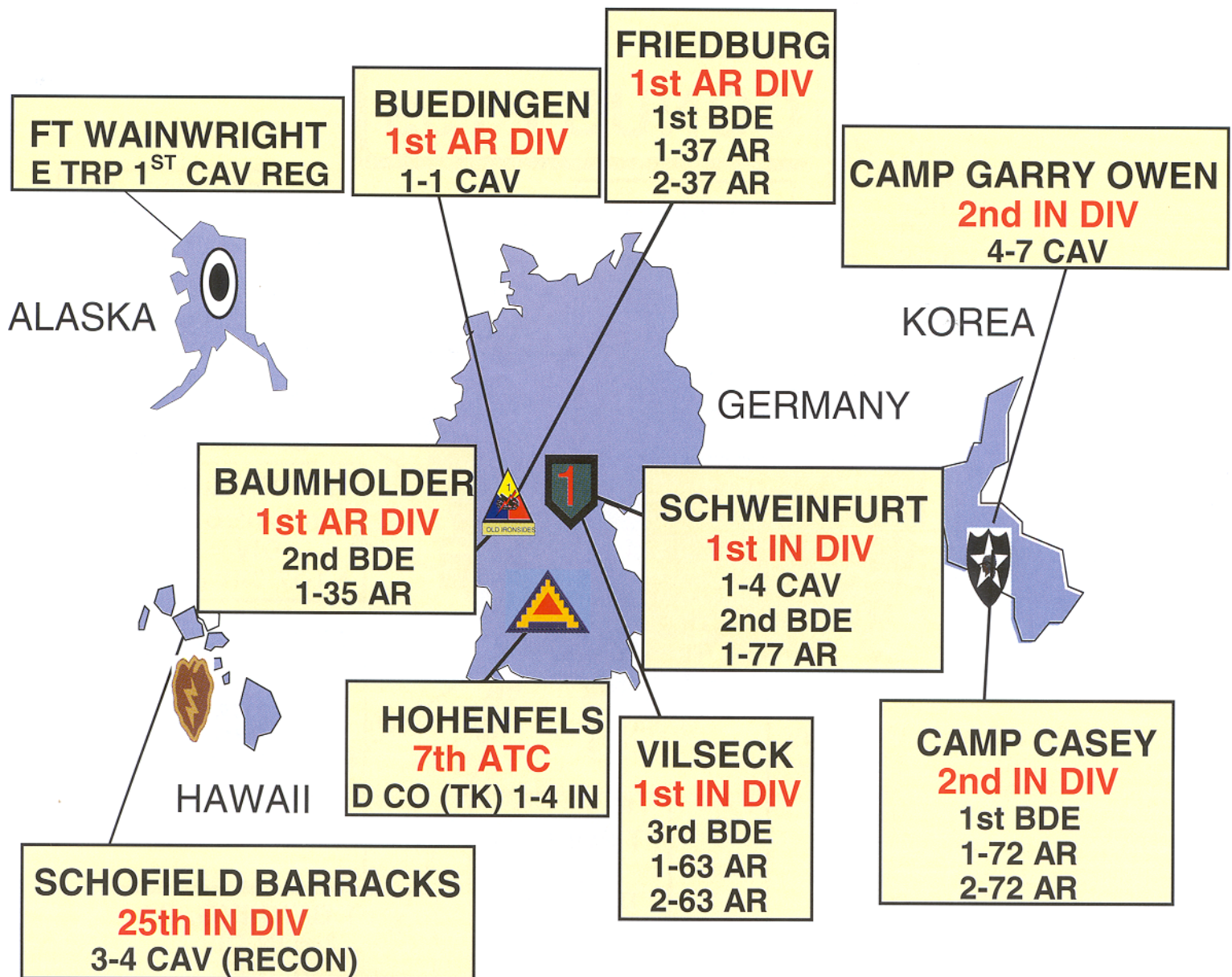


Figure 8

Note: Armor soldiers also serve in a wide variety of TDA and TOE assignments not pictured, for example AC/RC or recruiting duty in both CONUS and OCONUS.



PVT/SPC/CPL



19D Scout Driver/Scout

19K Tank Driver/Loader

a. **Private/Specialist/Corporal (PVT/SPC/CPL).**

(1) **Skill Level: 1**

(2) **Certifying Assignments:** Soldiers should focus during the early years of their career on building a strong base of technical expertise in equipment, basic MOS skills and common soldier tasks. Don't forget the focus of Armor and Cavalry is warfighting. Performance in branch qualifying positions remains the primary criterion for excellence in the CMF. They should seek responsibility and take advantage of opportunities to display their leadership, initiative, and motivational skills. The primary warfighting duty positions are:

(a) 19K Tank Driver or Tank Loader.

(b) 19D Scout Driver or Scout.

(3) **MOS Certified:** Listed below are the skill level schooling required, additional courses available, operational assignments and self-development programs that a soldier must meet to be considered MOS certified.

(a) MOS trained at Armor Center. (Some exceptions)

(b) Successfully completed one or more assignments as a driver, loader, or scout.

(c) Graduate of PLDC. (PLDC is a requirement for promotion to Sergeant).

(4) **Professional Development:** To enhance your MOS certification endeavor to successfully complete the schools/courses and programs listed below.

(a) Airborne or Air Assault qualified (19D).

(b) Enrolled in Military Correspondence Course.

(c) Excellence in Armor Program (EIA).

(d) Audie Murphy/SGT Morales Club Program (CPL only).

Note: These are not all the schools, courses or programs available, but are only a listing of some that will help enhance promotability, professionalism and capabilities as a soldier and leader in Armor and Cavalry.

(5) Self-Development:

(a) If you scored below 100 on the GT section of your ASVAB test you should attempt to raise that score. Obtaining a GT score above 100 will help qualify you for specialty assignments and reenlistment incentives. Your post education center can assist you in achieving this goal.

(b) If you haven't already enrolled in the Military Correspondence Course Program, now is the time. Correspondence courses contribute to your military education and your ability to be promoted.

(c) All Armor soldiers are encouraged to seek self-development through civilian college courses. Although completion of college courses or a degree program is not a requirement for promotion, promotion boards look favorably upon civilian education as an indicator of the soldier's discipline and motivation.

(d) Physical fitness is a personal responsibility; this is a great time to establish your own fitness goals. These goals should enable you to obtain and maintain a high level of physical fitness.

Part of the pride you felt when they pinned on your stripes was the realization that you became, at that moment the newest link in an NCO chain. It's a chain which stretches back through more than 200 years of distinguished history and across a thousand distant battlefields... You honor [the NCOs of the past] through the courage, candor, commitment, and competence you strive for and display everyday... Their devotion to duty and our nation's ideals, their sense of honor and courage tempered in the heat of battle, are the source from which today's NCOs draw strength. You are part of that legacy, faced with responsibilities and future challenges. —TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, pp. 12, 45



SERGEANT

**19D Scout Bradley Gunner
Scout HMMWV Squad/Team Leader or Assistant
Squad/Team Leader (18 months successfully)**

19K Tank Gunner (18 months successfully)

b. Sergeant.

(1) Skill Level: 2.

(2) Certifying assignments:

(a) Sergeants should focus during this phase of their career on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The duty positions that provide that experience are:

1 19K Tank Gunner (minimum 18 months successfully).

2 19D Scout Bradley gunner, Scout HMMWV squad/team leader or assistant squad/team leader (minimum 18 months successfully).

(b) Every sergeant should seek assignment to these positions and hold them for as long as possible (18 months at a minimum). Many CMF 19 sergeants will serve as Abrams or Bradley gunners. This is a logical career progression step to gain the necessary expertise to serve as a Tank Commander or Scout Section Leader. Commanders must ensure that all Armor sergeants have an opportunity to serve and be NCOER rated in these positions -- the first critical troop leadership assignment.

(3) MOS Certified: Listed below are the skill level schooling required and operational assignments that a soldier must meet to be considered MOS certified.

(a) MOS trained at Armor Center.

(b) Graduate of BNCOC. (BNCOC is a requirement for promotion to SSG).

(c) Successfully completed certifying assignment.



Note: Recruiting/Drill Sergeant and Master Gunner duty were purposely omitted for the rank of E-5/SGT. It is recommend that you refrain from volunteering for these critical Army specialty assignments until you have completed MOS certification in the rank of E-6/SSG.

(4) **Professional Development:** To enhance your MOS certification endeavor to successfully complete as many of the schools/courses and programs listed below.

- (a) Airborne or Air Assault qualified (19D)
- (b) Enrolled in EIA.
- (c) Audie Murphy/SGT Morales Club Member.
- (d) Enrolled in Military Correspondence Course.
- (e) UCOFT Instructor/operator (I/O) and Tank/Bradley crew evaluator.

Note: These are not all the schools, courses or programs available, but are only a listing of some that will help enhance promotability, professionalism and capabilities as a soldier and leader in Armor and Cavalry.

(5) **Self-Development:**

(a) Military Correspondence Course Program. Correspondence courses contribute to your military education and your ability to be promoted.

(b) All Armor soldiers are encouraged to seek self-development through civilian college courses.

(c) Physical fitness is your individual responsibility. As a leader you must maintain your fitness level and understand that your soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

EXCELLENCE IN ARMOR PROGRAM (EIA)

- POSSIBLE ADVANCED PROMOTION AND NCOES ATTENDANCE.
- A SERGEANT E-5 THAT MEETS ALL OF THE PREREQUISITES OF THE EIA PROGRAM AND PASSES THE SCOUT/TANK COMMANDERS CERTIFICATION TEST LEVEL II, WILL RECEIVE 50 ADDITIONAL PROMOTION POINTS IN MILITARY EDUCATION.
- ALL OTHER ARMOR NCOS WHO ARE ENROLLED IN THE EIA PROGRAM WILL BE IDENTIFIED TO DA PROMOTION AND SELECTION BOARDS BY ITEM 19 ON THE FORM 2-1, AND A LETTER PLACED IN THE SOLDIER'S 201 FILE.



STAFF SERGEANT

**19D Scout Section/Squad Leader
(18 Months successfully)**

**19K Tank Commander
(18 Months successfully)**

c. Staff Sergeant.

(1) Skill Level: 3

(2) Certifying assignments:

(a) Staff Sergeants should focus during this phase of their career on continued development and refinement of leadership skills and tactical and technical expertise. The duty positions that provide that experience are:

- 1 19K Tank Commander (minimum 18 months successfully).
- 2 19D Scout Section/Squad Leader (minimum 18 months successfully).

(b) At this stage of an NCO's career, competing Army requirements often conflict with primary career development. The soldier must aggressively seek to meet the MOS SSG certification standard prior to assignment to a specialty /non-CMF qualifying position (e.g. recruiter or drill sergeant). The SSGs critical assignment is Section/Squad leader (19D) and Tank Commander (19K). SSGs should seek the opportunity to fill a platoon sergeant position only after having served in a Tank Commander/Scout Section leader position. Commanders should support the NCO's career development by providing the opportunity to serve in these positions. They should support the Army and the future health of the Armor Force by providing advanced leadership opportunities to the particularly outstanding NCOs.



COMMENTS FROM THE CY98 SFC SELECTION BOARD

Do not assign SSGs to specialty assignments until they have served at least 18 months in a line unit performing squad leader or tank commander duties.



STAFF SERGEANT

**19D Scout Section/Squad Leader
(18 Months successfully)**

**19K Tank Commander
(18 Months successfully)**

c. Staff Sergeant.

(1) Skill Level: 3

(2) Certifying assignments:

(a) Staff Sergeants should focus during this phase of their career on continued development and refinement of leadership skills and tactical and technical expertise. The duty positions that provide that experience are:

- 1 19K Tank Commander (minimum 18 months successfully).
- 2 19D Scout Section/Squad Leader (minimum 18 months successfully).

(b) At this stage of an NCO's career, competing Army requirements often conflict with primary career development. The soldier must aggressively seek to meet the MOS SSG certification standard prior to assignment to a specialty /non-CMF qualifying position (e.g. recruiter or drill sergeant). The SSGs critical assignment is Section/Squad leader (19D) and Tank Commander (19K). SSGs should seek the opportunity to fill a platoon sergeant position only after having served in a Tank Commander/Scout Section leader position. Commanders should support the NCO's career development by providing the opportunity to serve in these positions. They should support the Army and the future health of the Armor Force by providing advanced leadership opportunities to the particularly outstanding NCOs.



COMMENTS FROM THE CY98 SFC SELECTION BOARD

Do not assign SSGs to specialty assignments until they have served at least 18 months in a line unit performing squad leader or tank commander duties.

Note: These are not all the schools, courses or programs available, but are only a listing of some that will help enhance promotability, professionalism, and capabilities as a soldier and leader in Armor and Cavalry

* In particular, 19Ds are encouraged to pursue this training. The soldier's chain of command is the starting point in applying or reenlisting for this type of training. Commanders are encouraged to support these opportunities for their outstanding and motivated soldiers.



COMMENTS FROM THE CY98 SFC SELECTION BOARD

We found cases of NCOs who were apparently trying to obtain repetitive assignments to the school environment. This was most obvious for NCOs who had an instructor tour of duty, followed by a 2-year assignment as a Drill Sergeant, followed by a 1-year assignment to Korea, and a repeat assignment to Fort Knox. This type of assignment pattern did not help those NCOs get promoted.

(6) Self-development:

(a) All Armor soldiers are encouraged to seek self-development through civilian college courses. Although completion of college courses or a degree program is not a requirement for promotion, promotion boards look favorably upon civilian education as an indicator of the soldier's discipline and motivation.

(b) Physical fitness is your individual responsibility. As a leader you must maintain your fitness level and understand that your soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

COMMENTS FROM THE CY98 SFC SELECTION BOARD

- Positive comments concerning the performance of a SSG who acted as the PSG in the absence of the assigned NCO had great weight to the panel.
- If an NCO is over the screening weight but is in good shape, it is worth noting the PT score.
- An NCO who is just passing the PT test is only "fully qualified" for promotion, not the best qualified. If they exceed 250, they are ahead of their peers and will benefit from a notation of the score.
- Contributions during wartime/operational deployments are effective in justifying "superior" ratings.



SERGEANT FIRST CLASS

**19D Scout Platoon Sergeant
(18 months successfully)**

**19K Tank Platoon Sergeant
(18 months successfully)**

d. Sergeant First Class/Platoon Sergeant (SFC/PSG).

(1) Skill level: 4

(2) Certifying assignments:

(a) SFCs should focus during this phase of their career on continued development and refinement of leadership skills and tactical and technical expertise. The duty positions that provide that experience are:

1 19K Tank Platoon Sergeant (minimum 18 months successfully).

2 19D Scout Platoon Sergeant (minimum 18 months successfully).

(b) The critical assignment at this stage of an SFC's career is platoon sergeant. More than any other critical troop leadership assignment, platoon sergeant is an assignment they must have -- and must excel -- to advance to MSG/1SG and SGM/CSM. SFCs must take advantage of the opportunity to become a platoon sergeant whenever it is offered. Due to Army requirements, if SFCs pass up an assignment as a platoon sergeant, they may never get another chance.

Note: Time spent in these positions as a Staff Sergeant will not be considered by Armor assignment branch for MOS certification at the rank of Sergeant First Class. However, it is taken into consideration when viewed by promotion boards.

(c) SFCs. You must serve as a platoon sergeant. Without the opportunity to achieve and maintain your proficiency as a platoon sergeant for at least 18 months, many of you will not be competitive for promotion to MSG.

(d) Other operational assignments may include: Company/Troop 1SG, Operations or Intelligence Sergeant, battalion level or higher Master Gunner.

(3) **MOS Certified:** Listed below are the skill level, schooling required, and operational assignments that a soldier must meet to be considered MOS Certified.

- (a) MOS trained at Armor Center.
- (b) Graduate of ANCOC.
- (c) Successfully completed certifying assignment

COMMENTS FROM THE CY98 MSG SELECTION BOARD

- Repetitive specialty or staff assignments without leadership certification as a PSG will cripple a career (this includes multiple master gunner assignments).
- Every SFC selected for promotion had more civilian education than a High School Diploma/GED.
- The selectees were all physically fit. Many had APFT scores above 250 points.
- Many were serving or had served as First Sergeants.

(4) **Encouraged assignments:** As mentioned above, there are many Army requirements which compete with Armor SFC career development. We recommend assignments that maintain or promote tactical/technical skills and leadership ability. We encourage the following assignments once SFCs have completed at least 18 months of PSG time:

- (a) Battalion or higher level operations or intelligence assignments.
- (b) Combat Training Center (NTC, JRTC, and CMTC) Observer/Controller.
- (c) Senior Drill Sergeant.
- (d) University/College level ROTC instructor.
- (e) Armor School Senior instructor or Team Chief.
- (f) Active Component/Reserve Component (AC/RC) Observer/Controller.
- (g) Battalion/Squadron or higher level Master Gunner assignment.

(5) **Professional Development:** To enhance your MOS certification successfully complete a specialty assignment and return to a certifying assignment. Endeavor to successfully complete the schools/courses and programs listed below.

- (a) Graduate of Scout Platoon Leader's Course.
- (b) Enrolled in EIA.
- (c) Audie Murphy/SGT Morales Club Member.
- (d) Graduate of Battle Staff Noncommissioned Officers Course
- (e) *Graduate of Pathfinder Course (19D40)
- (f) *Airborne or Air Assault qualified (19D).
- (g) M1A2 Tank Commander qualified.

Note: These are not all the schools, courses or programs available, but are only a listing of some that will help enhance promotability, professionalism, and capabilities as a soldier and leader in Armor and Cavalry

* In particular, 19Ds are encouraged to pursue this training. The soldier's chain of command is the starting point in applying or reenlisting for this type of training. Commanders are encouraged to support these opportunities for their outstanding and motivated soldiers.

(6) **Self-Development:**

(a) At this point in an SFC's career, they should be on the last leg of completing an associate or bachelor's degree. A college degree is not required for promotion to MSG; however, as they progress civilian education can become a discriminator on selection boards. (With all other factors being equal, completion of a college degree is considered exceptional.)

(b) Physical fitness is your individual responsibility. As a leader you must maintain your fitness level and understand that your soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

Note: Armor NCOs will be assigned to a utilization tour as a master gunner immediately following course graduation. Master gunners must be given the opportunity to meet the CMF standard by serving as a platoon sergeant.



FIRST SERGEANT
MOS 19Z
First Sergeant
(18 months successfully)

e. **Master Sergeant/First Sergeant (MSG/1SG)**

(1) **Skill Level: 5**

(2) **Certifying assignments:** The critical assignment for an Armor branch MSG is First Sergeant (1SG). Without a successful tour as a 1SG, minimum of 18 months, promotion to Sergeant Major is virtually impossible. Time spent as a 1SG at SFC will not be considered a qualification at Master Sergeant. However, it is taken into consideration when viewed by promotion boards. Remember, time spent in a 1SG assignment is critical. After serving as the 1SG of a Troop or Company they should seek additional 1SG time by serving as the 1SG of a Headquarters Troop or Headquarters Company.

(3) **MOS certified:** Listed below are the skill level, schooling required, and operational assignments that a soldier must meet to be considered MOS certified.

(a) MOS trained at Armor Center.

(b) Successfully completed certifying assignment.

(4) **Encouraged assignments:**

(a) Battalion or level or higher Operations Sergeant.

(b) Battalion level or higher Intelligence Sergeant.

(c) University/College ROTC tactical Instructor.

(d) Active Component/Reserve Component AC/RC Observer Controller.

(e) TRADOC Service School Division Chief.

Note: These are not all the schools, courses or programs available, but are only a listing of some that will help enhance promotability, professionalism and capabilities as a soldier and leader in Armor and Cavalry.

(5) **Professional Development:** To build on your MOS certification, endeavor to successfully complete as many of the schools/courses and programs listed below.

- (a) Graduate of First Sergeant's Course.
- (b) Graduate of Battle Staff Noncommissioned Officer's Course.
- (c) Graduate of Joint Fire Power Control Course.
- (d) Graduate of U.S. Army Sergeants Major Academy

(6) **Self-Development:**

(a) As with promotion to SFC and MSG, an associate or bachelor college degree is not required for promotion to CSM/SGM, however, promotion to CSM/SGM is extremely competitive, and civilian education can enter in as a discriminator to board members. (With all other factors being equal, completion of a college degree is considered exceptional.) Not only will continued education benefit the NCOs in their Army career, but it also helps to prepare them for a civilian career upon retirement.

(b) Physical fitness is your individual responsibility. As a leader you must maintain your fitness level and understand that your soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.



COMMENTS FROM THE CY98 CSM/SGM SELECTION BOARD

Competence assessment (strengths and weaknesses). There appeared to be a tendency toward inflation in NCOERs in both the rater and senior rater areas. Specifically, there was a noticeable increase in unsubstantiated excellence bullets, especially on NCOERs for more senior NCOs. Senior Raters are for the most part, giving near perfect SR block checks of 1 for performance and 1 for potential. The NCO who receives a 2 block are immediately behind their peers. Senior Raters need to have specific bullet comments to address promotion, schooling, assignment and potential to the diverse board members in order to have a vote with the board. Specifically, the comments should address promotion selection for the specific rank desired (i.e. select for CSM, SGM) and should attempt to quantify the NCOs performance (best 1SG in the battalion, etc.) Senior Raters must also understand that their ratings go before the board in a specific CMF; they cannot give the same comments to all NCOs because they will be seen over time and specific senior raters could ultimately become irrelevant to the board which will end up hurting their best NCOs.

COMMAND SERGEANTS MAJOR/SERGEANT MAJOR



00Z Command Sergeant Major

19Z Sergeant Major



f. Command Sergeants Major/Sergeants Major (CSM/SGM)

(1) Skill Level: 5

(2) **Certifying assignments:** The pinnacle of an Armor Branch NCO's career is to be appointed and serve as a Command Sergeant Major/Sergeant Major. Movement up the CSM/SGM ladder, battalion - brigade - division - higher, is based on performance and demonstrated potential to serve at the next higher level. Only those Armor 1SG/MSGs who have successfully served in a branch certifying Armor leadership position at each rank will be considered for selection to CSM/SGM.

(3) **MOS certified:** Listed below are the skill level schooling required and operational assignments that a soldier must meet to be considered MOS certified.

- (a) MOS trained at the Armor Center.
- (b) Successfully completed certifying assignment.
- (c) Graduate of the US Army Sergeants Major Academy.

(4) **Encouraged assignments:** The principal assignments for a SGM (other than CSM) are: battalion level or higher Operations SGM, or staff assignments at division level or above. Assignments may also include Division or Directorate SGM in a TDA assignment.

(5) **Professional Development:** To enhance your MOS certification endeavor to successfully complete the courses listed below.

(a) Completed college degree program.

(b) Battle Staff Noncommissioned Officers Course

(6) **Self-development:**

(a) There are several degree programs that will benefit a CSM/SGM to improve his range of skills and support his civilian career goals after retirement. We recommend contacting your installation Education Center. You should be nearly complete with your associate or bachelor's degree from an accredited college or university.

(b) Physical fitness is your individual responsibility. As a leader you must maintain your fitness level and understand that your soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

SUMMARY

- **LEADERSHIP CERTIFICATION**-Excel in each leadership position (18 months minimum, but stay in the position until your leaders concur that you have learned how to do the job).
- **WELL-ROUNDED BACKGROUND**-Success in leadership positions combined with success in specialty assignments.
- **PERFORMANCE/POTENTIAL**-Identified as "The Best" with potential to continue as "The Best" in quantified Rater remarks and clear Senior Rater remarks.
- **MILITARY EDUCATION**-Completed level of NCOES for current skill level and grade and success in functional courses.
- **SELF DEVELOPMENT**-Correspondence courses/ other military courses, civilian education, and physical fitness.

CHAPTER 3

PERSONNEL ACTIONS

1. Noncommissioned Officer Evaluation Reporting System.

a. The Noncommissioned Officer Evaluation Report (NCOER) provides formal recognition for performance of duty, a measurement of professional values and personal traits, and an assessment of potential for positions of greater responsibility.

b. NCOERs provide the rating chain's view of soldiers' performance and potential for use in centralized selections, assignment and other Enlisted Personnel Management System decisions.

c. NCOERs must be accurate and complete. Each report must be a thoughtful, fair appraisal of an NCO's ability and potential. Reports that are incomplete or fail to provide a realistic and objective evaluation make personnel management decisions difficult.

d. There are four primary types of NCOERs:

(1) Annual Reports

(2) Change-of-Rater Reports

(3) Complete-the-Record Reports

(4) Relief-for-Cause Reports

(See DA Circular 623-88-1, Chapter 2, Section II for more information)

e. The NCOER system uses two forms:

(1) DA Form 2166-7-1, The NCO Counseling Checklist/Record. The Rater uses the 2166-7-1 along with a working copy of the NCOER as a tool to counsel subordinates. The use of the 2166-7-1 is mandatory for counseling CPL through SFC, and optional for counseling 1SG/MSG through CSM/SGM. The counseling checklist provides the Rater with examples, definitions, and step-by-step assistance. This information allows the Rater to effectively counsel subordinates about their duty descriptions, performance standards, and actual performance. The Rater uses the checklist within the first 30 days of the rating period and at quarterly intervals thereafter for performance counseling.

(2) DA Form 2166-7, The NCO Evaluation Report. The Rater uses the NCOER to assess the NCO's performance, professionalism, and potential. The NCOER places great emphasis on Army values and NCO responsibilities. The NCOER relies on box marks rather than numbers, utilizes a reduced narrative in the form of bullet comment/examples, and promotes the concept of excellence. The NCOER provides the basis for many key personnel management decisions that ensure development of an NCO's full potential.

f. There are three key individuals in the NCOER system:

(1) Rater. The Rater must be the first-line supervisor of the rated NCO and designated as the Rater for a minimum of 3 rated months. The Rater must be senior to the rated NCO by either pay grade or date of rank. The Rater must counsel the rated NCOs on their duty performance and professional development throughout the rated period. At a minimum, the Rater will counsel the rated NCO within the first 30 days of each rating period and quarterly thereafter. The Rater's administrative responsibility is to verify Parts I and II and enter the Army Physical Fitness Test and height and weight result data on Part IV of the NCOER.

(2) Senior Rater. The Senior Rater must be in the direct line of supervision of the rated NCO and designated as the Senior Rater for a minimum of 2 rated months. The Senior Rater must use all reasonable means to become familiar with the rated NCO's performance potential throughout the rating period. The Senior Rater's primary responsibility is to accurately evaluate the NCO's potential for future assignments, military schools and promotion. The additional responsibilities are to monitor the performance and evaluation process, especially periodic counseling and mentoring. The Senior Rater's administrative responsibility is to obtain the rated NCO's signature in Part II of the NCOER. They must inform the NCOs that their signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater.

COMMENTS FROM THE CY98 SFC SELECTION BOARD

Drill Sergeants had a high potential to get "1" blocked, while recruiters were most often getting 2s or 3s from their senior rater, based solely on their accomplishment of the recruiting mission. Often accomplishment of mission appeared to be influenced by the location of the Recruiting Station as much as the quality of the NCO. Ratings for these duties were much less useful to the panel – generally they did not hurt or help the rated NCO.

(3) The Rated NCO. The rated NCO is responsible for taking an active role in the counseling and evaluation process. You must ensure:

(a) That you are counseled within the first 30 days on assignment.

(b) That you are counseled on a quarterly basis.

(c) That your accomplishments are documented.

(d) That the Rater and Senior Rater understand your personal career development goals.

(e) That you understand the Rater's counseling (what are the standards, what are your weaknesses, what are your strengths, what are you doing well, what are your professional objectives, and what are your personal objectives).

g. Without an open line of communication between the Rater and the rated NCO, the NCOER process cannot achieve its full value.

h. There are three evaluation boxes on the NCOER: EXCELLENT, SUCCESS, and NEEDS IMPROVEMENT.

(1) **EXCELLENCE.** The NCOs exceed standards as demonstrated by specific examples and measurable results; their accomplishments are achieved by very few - they are special or unusual – they are clearly better than most. For example:

(a) His diversified PT program enabled him to raise his Platoon's overall APFT by 23 points to an average APFT score of 281.

(b) His section scored Distinguished on Bradley Table VIII with an average score of 985.

(2) **SUCCESS.** The NCO meets all standards - a SUCCESS rating indicates a good soldier who meets all requirements. This NCO is fully competitive for promotion and schooling. The Rater's and Senior Rater's goal should be to bring the rated NCO to this level through the counseling program . For example:

(a) Commended by his Troop Commander for the role his Scout Platoon played in locating and destroying the opposing forces at the National Training Center.

(b) Improved his sections Army Physical Fitness Test score by 21 points.

(3) **NEEDS IMPROVEMENT** (some, much). The NCO did not meet the performance standards. For example:

(a) Lack of supervision over subordinates and failure to follow procedures resulted in the loss of \$2,000 worth of equipment.

(b) Counseled by the Squadron CSM for having the most disorganized platoon in the troop.

COMMENTS FROM THE CY98 MSG SELECTION BOARD

The most important document in a soldier's file is his NCOER. Every NCOER is important, but the last five carry the most weight. Consistent outstanding performance will result in promotion regardless of awards and civilian education. A soldier may survive a fully capable evaluation report as long as they have strong recommendations for promotion to First Sergeant. Errors in judgment that cause a rating of "NO" in values are extremely hard to overcome.

i. Most NCOs will receive a SUCCESS rating. All SUCCESS ratings indicate a good, reliable NCO. A SUCCESSFUL NCO is fully competitive for promotion and military schooling.

j. EXCELLENCE ratings should be very difficult to achieve. Measurable bullet comments for an EXCELLENT rating are mandatory, and the comments must contain specific information on how the NCO exceeded the standard or accomplished something special. Opinions must be supported by hard facts. Bullet comments for SUCCESS ratings are optional but are highly encouraged.

k. Bullet comments for a NEEDS IMPROVEMENT rating are mandatory. The bullets must contain specific information.

l. A key portion of the NCOER is the "potential" evaluation by the Rater and Senior Rater. If you state that one of your platoon sergeant's potential is to serve as a platoon sergeant, you are telling the board that this soldier needs additional leadership at the current level - and is not ready for promotion yet. If you have a super SFC, a great troop leader, and you state that the potential is operations NCO (as opposed to first sergeant), you have hurt that NCO. Armor is a troop leadership branch. "Potential" ratings should be oriented toward troop leadership potential.

COMMENTS FROM THE CY98 SFC SELECTION BOARD

Raters regularly noted when SSGs had performed Acting PSG duties in the absence of the PSG, it was clear to the board that this reflected the confidence of the chain of command in this SSG, and most likely indicated that this was a quality NCO.

m. Common errors found on an NCOER.

(1) Failure to support an EXCELLENCE rating with specific bullet comments. Initial reports from promotion board members indicate it is easy to tell when an EXCELLENCE rating is inflated. A Rater and Senior Rater lose credibility when they rate an NCO in the EXCELLENT box and support it with weak bullet comments.

(2) Gaps in reporting period dates or incorrect dates.

(3) Overlapping periods.

(4) Rating officials signing reports prior to dates authorized.

(5) APFT and height/weight information missing or varying height changes.



COMMENTS FROM THE CY 98 CSM/SGM SELECTION BOARD

Many discrepancies were found in the ht/wt over the last 5 NCOERs (some discrepancies were as great as 10 inches and 25 pounds). NCOs and rating officials must be reminded that their signature on the NCOER verifies the height and weight data as correct.

(6) Missing duty MOS.

(7) Late submission.

(8) More than one comment per bullet.

Example:

Wrong: o Achieved the highest score in the troop on the APFT scoring 327 on the extended scale, and his platoon averaged 282 on their APFT.

Right: o Achieved the highest score in the troop on the APFT scoring 327 on the extended scale.

o His platoon's APFT average was 282.

n. NCOER appeals. The appeals system exists to protect the Army's interest and ensure fairness to the NCO. An NCO may appeal an evaluation report based on alleged bias, prejudice, and inaccurate or unjust rating, incorrect APFT or height/weight data. An NCO may appeal an evaluation report at any time; however, since the Army uses NCOERs to make personnel management decisions, it is vitally important to the Army and the NCO that an erroneous evaluation report be corrected as soon as possible. Chapter 4, DA Circular 623-88-1, contains specific information on appealing an NCOER.

**PROFILE OF CMF 19 SSGs SELECTED FOR PROMOTION TO
SFC ON THE CY98 SELECTION BOARD**

- The average education for the Army and CMF 19 is 12 years.
- Excellence in Armor soldiers comprised 296 (60.9 %) of those selected.
- Master Gunners accounted for 103 (21.2 %).
- Also noteworthy is the fact that 76 (15.6 %) of those soldiers in CMF 19 selected for promotion were both Excellence in Armor soldiers and Master Gunners.

2. How to prepare for a DA Centralized Selection Board.

a. From SSG through CSM/SGM, DA centralized selection boards will review your records for promotion and NCOES attendance. The following factors are key to your career progression:

(1) Enlisted Evaluation System (NCO-ER)

- (a) Scope and degree of responsibility.
- (b) Trends in professional ability and performance.
- (c) Specific potential recommendations by the rating officials.

(2) Overall Performance

- (a) Level of responsibility.
- (b) Trends in efficiency.
- (c) Civilian education.
- (d) Professional values.

- (3) Range and variety of specialty Assignments
 - (a) Reserve Component duty
 - (b) Recruiting duty
 - (c) Equal Opportunity duty
 - (d) Combat Training Center (CTC) Observer/Controller (O/C) duty
 - (e) Drill Sergeant duty
 - (f) Inspector General (IG) duty
 - (g) Master Gunner
- (4) Derogatory Information
 - (a) Article 15s
 - (b) The Army Alcohol and Drug Abuse Prevention and Control Program (ADAPCP).
 - (c) Assignment limitations or training disqualification
- (5) Physical fitness and weight control
- (6) Medical profiles
- (7) Photographs



COMMENTS FROM THE CY 98 CSM/SGM SELECTION BOARD

- AR 640-30 requires photos every 5 years or when a major change occurs. MSGs with SFC photos (less than 5 years old) caused the panel to question the dedication/initiative of the NCO.
- The panel felt that an NCO who did not take care of his own record/photo would not ensure that his subordinates were prepared for boards.

b. Your personnel records should be kept in order on a continuous basis. Upon notification of an upcoming DA Selection Board, you should begin intense preparation if you are going to be considered for promotion or school selection. Three parts of your file (photograph, microfiche, and personnel qualifications record (PQR)) contain over 95 percent of the information the board will use to consider you for promotion or military schooling. You must not ignore the importance of reviewing and updating files.

c. Photograph.

(1) Your official military photograph is a critical component of your file. It establishes the important first impression with board members. The board will examine a hard-copy photo, not a photo on microfiche.

(2) You should have a photo taken during your birth month every 5 years, however, there is no restriction on having one made sooner. Photos are required to be in color. We strongly recommend that you have a new photo taken at these times:

- (a) At least 1 year prior to a selection board convening.
- (b) When you have lost or gained weight (i.e. weight lifters).
- (c) When you have received an award or decoration.
- (d) When you have purchased a new or better fitting uniform.
- (e) When you have been promoted.

(3) When you go to have your photo taken, take along a fellow soldier (NCO) to inspect your uniform before and during the photograph session. Do not wear your uniform when traveling to the photo facility; change when you arrive. If you have a mustache, consider shaving it off for your photo. If you do not want to shave it off, ensure it is well trimmed and that no doubt exists it is within regulation standards.

(4) After you receive your hard-copy photo, have your senior leadership (1SG, CSM.) examine it. If it is not perfect, have another photo taken.

(5) A sloppy appearance, unauthorized awards and decorations, or being overweight will adversely affect your selection opportunity. A missing or outdated photograph may lead board members to believe that you are apathetic or that you are trying to hide something (i.e., being overweight). Here are some photograph responsibilities:

(a) Soldier:

1 Military Appearance

2 Uniform: fits properly and is pressed; for full length photos ensure your sleeves and trousers are the correct length. Shoes are highly polished.

3 Accouterments: Ensure you are wearing only the items that you are authorized and that are annotated on your DA Form 2-1.

(b) Photo Lab. Although the Photo Lab is normally responsible for the studio lighting, positioning, eliminating shadows and glare to ensure you get a good picture, you should consider taking someone along as a second pair of eyes. The Photo Lab cannot make a bad fitting, unpressed uniform look good; they can make a good fitting, pressed uniform look better.

(c) Send your hard-copy photo to your unit Enlisted Records Clerk. Do not send your photo directly to PERSCOM.

d. Microfiche.

(1) Requesting Microfiche. You can request a copy of your fiche from USAEREC by phoning DSN 221-3732, COML (703) 325-3725. A touch tone system will record your request, and you will receive a copy in 4 to 6 weeks. We recommend that you obtain a copy yearly and make corrections as needed. Do not wait for a promotion board to look at your file. You can also obtain a copy of your fiche in person from USAEREC. To review your fiche at USAEREC, Indianapolis, Indiana call DSN 699-3361/3735 or COML (317) 510-3361/3735. Three to five day advanced notice is required.

(2) Reviewing Microfiche. Starting at grid position 1-A is the performance data (NCOERs, Academic Reports, etc.). The information is arranged from oldest to newest, left to right. Check the NCOER grid first. Ensure all your reports are there. The NCOER provides the board information on the types of jobs held, duty performance, and demonstrated potential.

Note: If an NCOER is missing from the microfiche, but a copy is available from your own files, send a copy to USAEREC at CMDR: USAEREC, ATTN: PCRE FS, 8899 E. 56 ST. Indianapolis IN. 46249-5301. If a copy is not available, contact your PAC/PSC for advice and assistance.

(3) Commendatory and Disciplinary Data. This data is also included in the performance-fiche. The data includes letters of appreciation and commendation, awards and decorations, Article-15s, etc. To have a letter placed in the Performance-fiche, it must have a statement or endorsement that states it should be placed in the OMPF. The letter must reflect the soldier's SSN and cannot be signed by anyone in the soldier's rating scheme. Commendatory and disciplinary data starts at Grid G-14 (bottom right grid), is arranged from right to left, oldest to newest, and is continued in the upper row(s), as required. If commendatory information is missing from your performance-fiche, you can send the information directly to U.S. Army enlisted records and evaluation center (Commander, USAEREC, ATTN: PCRE-FS, 8899 E. 56th Street Indianapolis, IN 46249-5301) through your PAC/PSC. If you want to keep the original, ensure you send a high quality copy. USAEREC will not return any documents after they have placed them on your microfiche. Both the order and citation should be filed when available.

(4) Transfer of Article(s) 15 from performance fiche: Non-judicial punishment in your Performance-fiche will greatly affect your chances for promotion. IAW AR 27-10, SSGs and above may request transfer of nonjudicial punishment (Article 15) or administrative punishment (memos of reprimand) from the performance fiche of their OMPF to the restricted fiche. The process is very lengthy; you should initiate removal action well before you enter the promotion zone of consideration.

Note: You must understand that the DA board, which reviews your request, may not grant it depending on the nature of the offense and when it occurred. Here are the steps summarized:

(a) Policy.

1 You must submit substantive evidence that the intended purpose of the Article 15 or administrative punishment has been served and that transfer of the record is in the best interest of the Army.

2 Members in the grade of SGT or below apply to the Army Board for Correction of Military Records (ABCMR) under provisions of AR 15-185.

(b) Procedures.

1 Request transfer in writing (handwritten or typed) using military letter format. Your chain-of-command, Personnel service NCO, or legal clerk should be able to assist you.

2 Send the request directly to President, DA Suitability Evaluation Board, HQDA (DAPC-MPC-E), Washington, DC 20310.

3 SSG (and above) should not write to the Army Board for Correction of Military Records (ABCMR) until this administrative petition has been made and the request denied.

4 If your petition is approved by the DA Suitability Evaluation Branch (DASEB), the board will direct the transfer of the Article 15 to the restricted fiche of the OMPF. The copy in the MPRJ will be removed.

Adverse action information

- **Removal of adverse action information from your OMPF by the DASEB is not justification for reconsideration for promotion if you were a previous non-select.**
- **Alleged errors or injustice on Article(s) 15 are not a basis for removal by the DASEB. AR 17-10 provides other alternatives. After you have worked through those alternatives, you can apply to the ABCMR.**

(c) Personnel Qualification Record (PQR). The PQR is the third and final portion of the file that you must review. It is comprised of DA Form 2A and DA Form 2-1. DA Form 2A is a computer printout and not as detailed as the DA Form 2-1. You must compare the two forms to determine if the data conflicts. There are many corresponding blocks of information on the two forms - carefully examine each block. After you have reviewed the PQR and have made applicable corrections, you must sign the DA Form 2-1.

(d) Complete-the-Record NCOER. When you have been notified that you are in the primary or secondary zone for promotion, you may be eligible for a Complete-the-Record NCOER. This type of NCOER is only authorized when your last NCOER reflects a different duty position than the one, which you are currently serving. You must serve in the new position for at least 6 months. You or your PAC should notify your rating chain of your eligibility for a Complete-the-Record NCOER.

(e) Common mistakes. The following are some examples of common problems found by DA Enlisted/Centralized selection boards. These examples provide a guide for you to use when reviewing your file.

1 Missing/outdated photos.

2 Mustache exceeds regulatory guidelines or does not present a neat appearance.

- 3 Missing awards and decorations.
- 4 Missing PQR.
- 5 Missing NCOERs (compare with item 7, Section IV, DA Form 2A).
- 6 Incorrect or inconsistent data on civilian/military education on DA Form 2A (items 13 and 14, Section II), and Form 2-1 (item 17, Section II), cross checked against certificates and diplomas.
- 7 Height and weight differences between item 22, Section IV, DA Form 2-1, photo, NCOERs.
- 8 Inconsistent physical profile (compare item 4, Section I, DA Form 2-1, with item 9, Section II, DA Form 2A).
- 9 Incorrect/missing PMOS/SMOS (items 4, 18 and 19, Section II, DA Form 2A).
- 10 Improper duty MOS (compare item 35, Section VII, DA Form 2-1, "Duty MOS" with item 19, Section II, DA Form 2A).
- 11 Incorrect authorized position dates (compare items 2 and 3, Section V, DA Form 2A, with item 35, Section VII, DA Form 2-1).
- 12 Wearing unauthorized awards and decorations.
- 13 Illegible copies of DA Form 2A and 2-1.

(f) Correspondence to the Board President. Memorandums to the president of the selection board are seen by voting members of the board. You may write to board president to call attention to any matter that you feel is important to your consideration. The memorandum should be very brief, well-written and carefully proofread.

Address all memorandums:

President, (SFC, MSG, SGM) Selection Board
c/o Commander
U.S. Army Enlisted Records and Evaluation Center
ATTN: PCRE-BA
8899 E. 56th Street
Indianapolis, IN 46249-5301

Correspondence to the Board President

DOs and DO NOTs

DO:

- Be brief, concise, and factual
- Include only information not in your OMPF/PQF
- Include complete social security number
- Sign letter

DO NOT:








- Address information already on record
- Use as an avenue to express grievances
- Boast about yourself
- Use to justify past misconduct
- Enclose extraneous materials

(g) Standby Advisory Board consideration. Standby Advisory Boards are convened to consider errors that existed in a soldier's OMPF when the file was reviewed by a promotion board.



1 The requirements for requesting a Standby Advisory Board relook on your records are found in AR 600-8-19 Chapter 4-16-17.

2 If you meet the criteria for the relook send your request in duplicate, to PERSCOM, TAPC-MSP-E, Alexandria, VA 22332-O443. Include a certified true copy of the DA Form 2A and DA Form 2-1.







APPENDIX A
Armor and Cavalry Designations
ARMOR BATTALIONS

<u>REGIMENT</u>	<u>REGIMENTAL DESIGNATION</u>	<u>LOCATION</u>	<u>PARENT UNIT</u>	<u>MOTTO</u>
13TH AR 	1-13TH AR	FORT RILEY	1 AD	'IT SHALL BE DONE'
32d AR 	1-32D AR	FORT LEWIS	2 ID	'VICTORY OR DEATH'
33d AR 	1-33D AR	FORT LEWIS	2 ID	'MEN OF WAR'
34TH AR 	1-34TH AR 2-34TH AR	FORT RILEY FORT RILEY	1 ID 1 ID	'THE STRONG ARM FOR VICTORY'
35TH AR 	1-35TH AR	BAUMHOLDER	1 AD	'TO CONQUER OR DIE'
37TH AR 	1-37TH AR 2-37TH AR	FRIEDBERG FRIEDBERG	1 AD 1 AD	'COURAGE CONQURES'
63RD AR 	1-63 AR 2-63 AR	VILSECK VILSECK	1 ID 1 ID	'SEEK, STRIKE, DESTROY'

ARMOR BATTALIONS CONTINUED








REGIMENT	REGIMENTAL DESIGNATION	LOCATION	PARENT UNIT	MOTTO
64TH AR 	1-64TH AR 4-64TH AR	FORT STEWART FORT STEWART	3 ID 3 ID	'WE PIERCE'
66TH AR 	1-66TH AR 3-66TH AR	FORT HOOD FORT HOOD	4 ID 4 ID	'SEMPER HOSTES'
67TH AR 	1-67TH AR 3-67TH AR	FORT HOOD FORT HOOD	4 ID 4 ID	'NONE'
68TH AR 	1-68TH AR	FORT CARSON	4 ID	'WITH GREAT SPEED'
69TH AR 	2-69TH AR 3-69TH AR	FORT BENNING FORT STEWART	3 ID 3 ID	'SPEED AND POWER'
70TH AR 	2-70TH AR	FORT RILEY	1 AD	'STRIKE SWIFTLY'
72D AR 	1-72D AR 2-72D AR	CAMP CASEY CAMP CASEY	2 ID 2 ID	'CRUSADERS'
77TH AR 	1-77TH AR	SCHWEINFURT	1 ID	'STAND TO IT STOUTLY'
81ST ARTDA 	1-81ST AR 2-81ST AR	FORT KNOX FORT KNOX	1 ATB 1 ATB	'TO SURPASS'

CAVALRY SQUADRONS

<u>REGIMENT</u>	<u>REGIMENTAL DESIGNATION</u>	<u>LOCATION</u>	<u>PARENT UNIT</u>	<u>MOTTO</u>
1ST CAV 	1-1ST CAV	BUEDINGEN	1 AD	'COURAGEOUS AND FAITHFUL'
	4-1ST CAV	WEST POINT	USMA	
2D ACR 	1/2D ACR	FORT POLK	2 ACR	'ALWAYS READY'
	2/2D ACR	FORT POLK	2 ACR	
	3/2D ACR	FORT POLK	2 ACR	
	4/2D ACR	FORT POLK	2 ACR	
3D ACR 	1/3D ACR	FORT CARSON	3 ACR	'BRAVE RIFLES'
	2/3D ACR	FORT CARSON	3 ACR	
	3/3D ACR	FORT CARSON	3 ACR	
	*4/3D ACR	FORT CARSON	3 ACR	
4TH CAV 	1-4TH CAV	SCHWEINFURT	1 ID	'PREPARED AND LOYAL'
	3-4TH CAV	SCHOFIELD BARRACKS	25TH ID(LT)	
5TH CAV 	1-5TH CAV(IN)	FORT HOOD	1 CD	'LOYALTY AND COURAGE'
	2-5TH CAV(IN)	FORT HOOD	1 CD	
6TH CAV 	1-6TH CAV(AV)	FORT HOOD	III CORPS	'LED BY LOVE OF COUNTRY'
	2-6TH CAV(AV)	ILLESHEIM	USAREUR	
	6-6TH CAV(AV)	ILLESHEIM	III CORPS	
	USAR 7-6TH	CONUS	90TH ARCOM	

* = AVIATION

CAVALRY SQUADRONS CONTINUED

REGIMENT		REGIMENTAL DESIGNATION	LOCATION	PARENT UNIT	MOTTO
7TH CAV		1-7TH CAV	FORT HOOD	1 CD	'THE SEVENTH FIRST'
		2-7TH CAV (IN)	FORT HOOD	1 CD	
		3-7TH CAV	FORT STEWART	3 ID	
		4-7TH CAV	CAMP-GARRY OWEN	2 ID	
8TH CAV		1-8TH CAV(TK)	FORT HOOD	1 CD	'HONOR AND COURAGE'
		2-8TH CAV(TK)	FORT HOOD	1 CD	
		3-8TH CAV(TK)	FORT HOOD	1 CD	
9TH CAV		1-9TH CAV(IN)	FORT HOOD	1 CD	'WE CAN, WE WILL'
10TH CAV		1-10TH CAV	FORT HOOD	4 ID	'READY AND FORWARD'
11TH ACR		1/11TH ACR	FORT IRWIN	11 ACR	'ALLONS'
		2/11TH ACR (IN)	FORT IRWIN	11 ACR	
12TH CAV		1-12TH CAV(TK)	FORT HOOD	1 CD	'ALWAYS READY'
		2-12TH CAV(TK)	FORT HOOD	1 CD	
15TH CAV	TDA 	5-15TH CAV	FORT KNOX	1 ATB	'ALL FOR ONE, ONE FOR ALL'
16TH CAV	TDA 	1-16TH CAV	FORT KNOX	2 ATB	'STRIKE HARD'
		2-16TH CAV	FORT KNOX	2 ATB	
		3-16TH CAV	FORT KNOX	2 ATB	
17TH CAV		*1-17TH CAV(AV)	FORT BRAGG	82ABN	'FORWARD'
		*2-17TH CAV(AV)	FORT CAMPBELL	101ABN	
		3-17TH CAV	FORT DRUM	10 MTN DIV (LT)	
		TRP E 3-17 CAV	FORT WAINWRIGHT	I CORPS	

* = AVIATION UNITS

APPENDIX B

Total Army Personnel Command - Enlisted Personnel Management Directorate Communication Initiatives

1. To enable Armor soldiers better information access and more control over their career, PERSCOM has provided these communication mediums.

a. Interactive Voice Response Telephone System (IVRS). The IVRS is an interactive telephone system that can access personnel and training information and provide information to the caller as a voice response. Enlisted Personnel Management Directorate (EPMD) will use the system to provide 24 hours a day automated assignment and Army schools information to soldiers calling from the field. The system will tell soldiers if they are on assignment and provide a location and report month. The system will also tell soldiers if they are scheduled for an Army school and will provide class start and end dates. Soldiers may also choose from other options that will direct them to subject matter experts in the following important career management areas: retention, recruiter, drill sergeant, special forces and ranger. Additionally, soldiers may select an option connecting them with their career branch.

b. Fax machines. New fax machines have been installed in all branches within EPMD career divisions. NCOs and personnel offices will save time by faxing communications directly to the appropriate branch for processing. Armor Branch will accept properly endorsed requests from soldiers in Korea, deployed OCONUS, or when solicited by the Branch. Armor Branch fax number is: DSN 221-4683, commercial (703) 325-4683.

c. Electronic Mail (E-Mail). The EPMD encourages NCOs and personnel offices to use e-mail communications as a means to rapidly exchange information. Inquiries concerning a personnel action, a future school or assignment are examples of typical information exchanges. To encourage e-mail use, e-mail user identification (user ids) have been changed to be more user-friendly. The user ids now contain a reference to the branch title so users can easily identify their career branch ID. EPMD user ids can be reached from a military installation DDN terminal or from a personal computer in the NCOs home if linked to the Internet. EPAR is the new armor user id. The e-mail address for Armor Branch is: tapcepk@hoffman.army.mil.

d. Information Card. EPMD will distribute wallet sized information cards to all NCOs that will provide a quick reference to the various methods of contacting their Career Managers at PERSCOM. The card will contain e-mail addresses, fax numbers, the IVRS telephone number and the EPMD mailing address. The information card will be distributed to all enlisted personnel through installation offices.

e. HQDA PERSGRAM. EPMD will use mailgrams to forward important career management information directly to soldiers as a supplement to official notification sent through the chain of command. Current planned usage will include notifying soldiers of new assignments and those on assignment to dependent restricted areas who are eligible to participate in the Homebase Advanced Assignment Program (HAAP) and other specialized assignment information. PERSCOM will send PERSGRAMS through the mail to soldiers at their unit address.

2. Armor Branch provides a web site for reading the Armor Branch newsletter. This site can be found at www.perscom.army.mil then go to Enlisted Management and on to the Armor Career Branch newsletters.

a. Other important Web site addresses for the Armor NCO.

The U.S. Army Home Page	www.army.mil
The U.S. Army Armor Center	http://147.238.100.101
The Sergeant Major of the Army	www.hqda.army.mil/sma
The U.S. Army Personnel Command	www.perscom.army.mil
The Office of the Chief of Armor	http://147.238.100.101/center/ocoa

"As I prepare to retire from active duty after 36 years of service, I want to address the following thoughts- and my gratitude- to you, the noncommissioned officers of America's Army. Your dedicated professionalism has made America's Army the best in the world. During the past 4 years, I have traveled to over 40 countries and, no matter where I have been, what has most distinguished America's Army is the quality of our noncommissioned officers. Wherever I go, I am asked, "How can we develop an NCO Corps like yours? ... I am so very proud to have served with you. –GEN Gordon R. Sullivan, *Collected Works*, 1995, pp. 444-445

REFERENCES

- AR 350-17 Noncommissioned Officer Development Program
- DA PAM 350-58 Leader Development for America's Army
- AR 351-1 Individual Military Education and Training
- AR 600-8-19 Enlisted Promotions and reductions
- AR 600-9 The Army Weight Control Program
- AR 601-280 Total Army Retention Program
- AR 611-201 Enlisted Career Management Fields and Military Occupational Specialties
- AR 621-5 Army Continuing Education System
- AR 640-30 Photographs for Military Personnel Files
- AR 670-1 Wear and Appearance of Army Uniforms and Insignia
- DA PAM 351-4 U.S. Army Formal Schools Catalog
- FM 22-200-20 Duties, Responsibilities, and Authority of the Noncommissioned Officer

